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ABSTRACT

This compilation of the knowledge and experience of 49 training and development professionals is a guide to the most important aspects of training and development (T&D), ranging from the environment in which it operates to detailed suggestions as to how it can be done. Contributors' notes appear first. Part 1 on the world of T&D contains seven chapters: "Changing Environment" (Johnston, McClelland); "Benefits of T&D" (Sibthorpe); "Training for Change: Investment in People" (Fricker); "Training for Quality" (Parry); "Standards in the Training Context" (Carroll); "T&D Profession" (Webster); and "Need to Market Training" (Donnelly). Part 2 on planning and managing T&D has 13 chapters: "Learning Organization" (Hammond, Wille); "Approaches and Strategies" (Reid); "Cultural Mosaic" (Wright); "Practical Approaches to Culture and Learning" (Williams, Green); "Organizational Training Needs" (Dalziel); "Job Training Needs" (Rae); "Trainer as Manager" (Bowen); "Developing Effective Trainers" (Bennett); "Effective Trainer Checklist" (Bennett); "Training the Sales Force" (Hill); "Performance Appraisal" (Stewart); "Using Evaluation Techniques" (Wynne, Clutterbuck); and "Training Records" (Marshall, Wallace). Part 3 consists of nine chapters on ways and means: "Learning How We Learn" (Giles); "Preferred Learning Styles" (Honey); "Individual and Group Learning" (Law); "Flexible Learning" (Temple); "Self-Managed Learning" (Cunningham); "Computer-Based Training" (Wynn); "On-Line Education and Development" (Hodgson, McConnell); "Mentoring and Coaching" (Moorby); and "Using Training Aids" (Bell). Part 4 on training for skills contains four chapters: "Communication Skills Training" (Francis); "Interpersonal Skills Training" (Bradley, Phillips); "Business Language Training" (Woodhall, MacKay); and "Neuro-Linguistic Programming" (Johnson). Part 5 on management T&D has nine chapters: "Effectiveness in Management Development" (Mumford); "Team-Building" (Critchley, Casey); "Developing Women Managers" (Marshall); "Management Development and Organization Development" (Robinson); "Action Learning: Long Haul" (Morris); "Management Games and Case Studies" (Debenham); and "Choosing Resources" (Abrahams). A glossary of training terms and an index are

appended. (YLB)

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